

9 December 1954

MEMO FOR THE RECORD OF THE CLARK COMMITTEE

ONE - 1330-1700

1. Colonel Miller devoted the day to winding up his week with ONE, asking pertinent questions which had a bearing on his earlier exposure to the office, and concentrating principally on personnel qualifications and capabilities.

2. His major interest in ONE was exposed to me privately, following his association with ONE representatives. Here he repeated a question he had previously asked and which, he claimed, had not been answered to his satisfaction, to wit: "outside of ONE's principal responsibility of preparing estimates, as prescribed in its authority following the advent of General Smith, how much time is devoted to preparing other material (in memoranda form) for internal use only? It's my opinion that about one-third of ONE's budgeted time is spent in this respect, and it seems to me they are getting back to pre-ONE days, bogging down with uncoordinated efforts at the request of individuals within the Agency or on their own hook. From what I have read, I assumed ONE was created to avoid these unrelated efforts, but now it seems they are slipping back into this type of effort (i.e., writing speeches, independent summaries of estimates, critiques over and above the prescribed estimates, as directed).

3. Colonel Miller repeatedly asked whether the ONE analysts had a chance to keep abreast of current affairs; it was his feeling that they were so burdened as to preclude any time for research or keeping up with current trends.

4. He was also concerned as to whether or not the efforts of the individual analysts were sterilized through the process of development, and if, through editing, they lost any resemblance to their original form. Colonel Miller is constantly alert to the "pick and shovel boys" efforts being emasculated by conflicting opinions of their superiors.


5. Insofar as personnel was concerned, Colonel Miller asked the same pattern of questions to each analyst he met: (i.e., the individual's motivation for his career, his capabilities, his background and qualifications for his work, and whether or not he would not be interested in some other type of work, such as teaching or fieldwork). He was interested in turnover, length of time for recruitment, morale and relationships with allied personnel in the IAC.


6. McGruder seemed very impressed with the responsibilities of ONE, and remarked that if he were able to secure employment within the Agency, he would like to be associated with this office. He felt the office

needed the human touch of a historian or anthropologist, to cast a different aspect to estimates, other than purely economic or military.

7. Colonel Miller asked by what authority ONE was limited to its annual production of estimates, and, if called upon, whether these could be increased in number. He also asked ~~who~~ determined the subject matter concerned in the estimates, and whether or not they represented an "across-the-board" interest of the IAC.

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Inspector General